

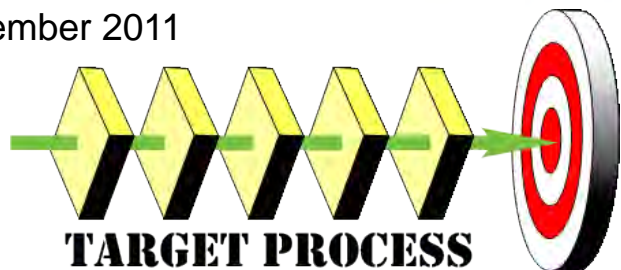


In Search of Innovation Excellence



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TARGET Process Lead
9 November 2011

TECHNOLOGY DRIVEN. WARFIGHTER FOCUSED.



TARDEC Gated Evaluation Track
for Technology Development

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- Tank Automotive Research, Development, Engineering Center (TARDEC) Overview
- TARDEC Collaboration
- TARDEC/3M Partnership
- TARDEC's Gated Evaluation Track (TARGET)



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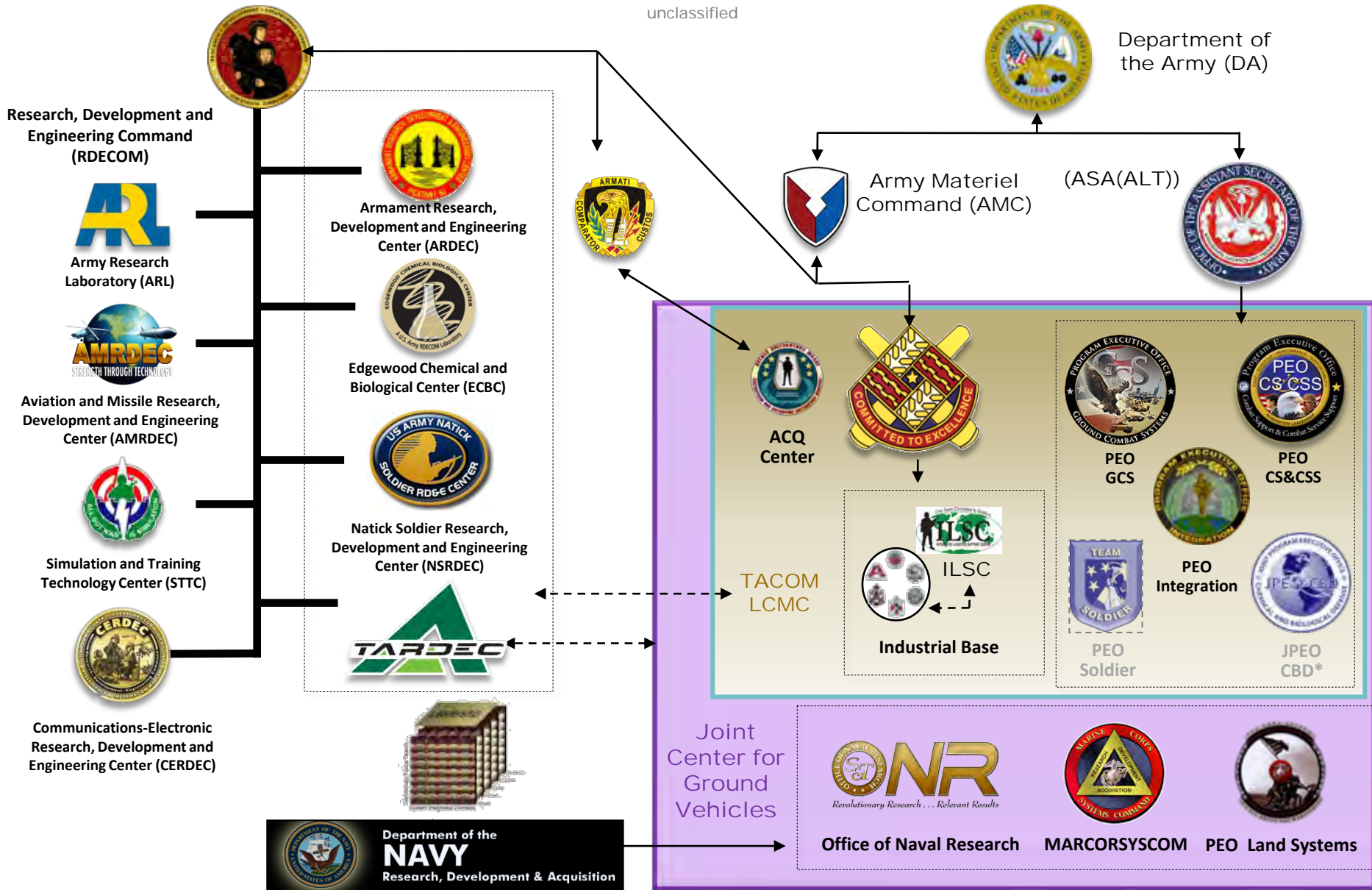
- TARDEC's mission is to develop, integrate and sustain the right technology solutions for all manned and unmanned Department of Defense (DOD) ground systems and combat support systems to improve Current Force effectiveness and provide superior capabilities for the Future Force.
- TARDEC's vision is to be the recognized DOD leader for ground systems and combat support systems technology integration and system-of-systems engineering across the U.S. Army TACOM Life Cycle Management Command.



Strategic Goal – Become world/national leader in Robotics, Energy and Underbody Blast

Lead. Innovate. Integrate. Deliver.

Ground Systems Enterprise



Government



Office of Naval Research



MARCORSYSCOM



PEO Land Systems

Created Joint Center



DOE



DOD-DOE AVPTA

Energy Initiative

Academia



Automotive Research Center (ARC)



Composites Vehicle Research Center



Fastening and Joining Research Institute (FAJRI) at Oakland University



Simulation Based Reliability & Safety (SimBRS)



Institute for Nano Soldier Technology

Industry

Geographic Benefits

- Connected to World-Class Automotive Engineering Universities at our doorstep
- Defense Industry Ground Systems Hub
- Direct Linkage to World-Class Automotive Research and Development Centers
- Strategic Engagement with 1st, 2nd and 3rd Tier Automotive Supplier Network



Social Responsibilities

K-12



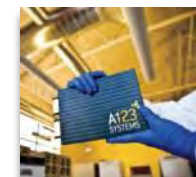
Outreach



International



New Industry

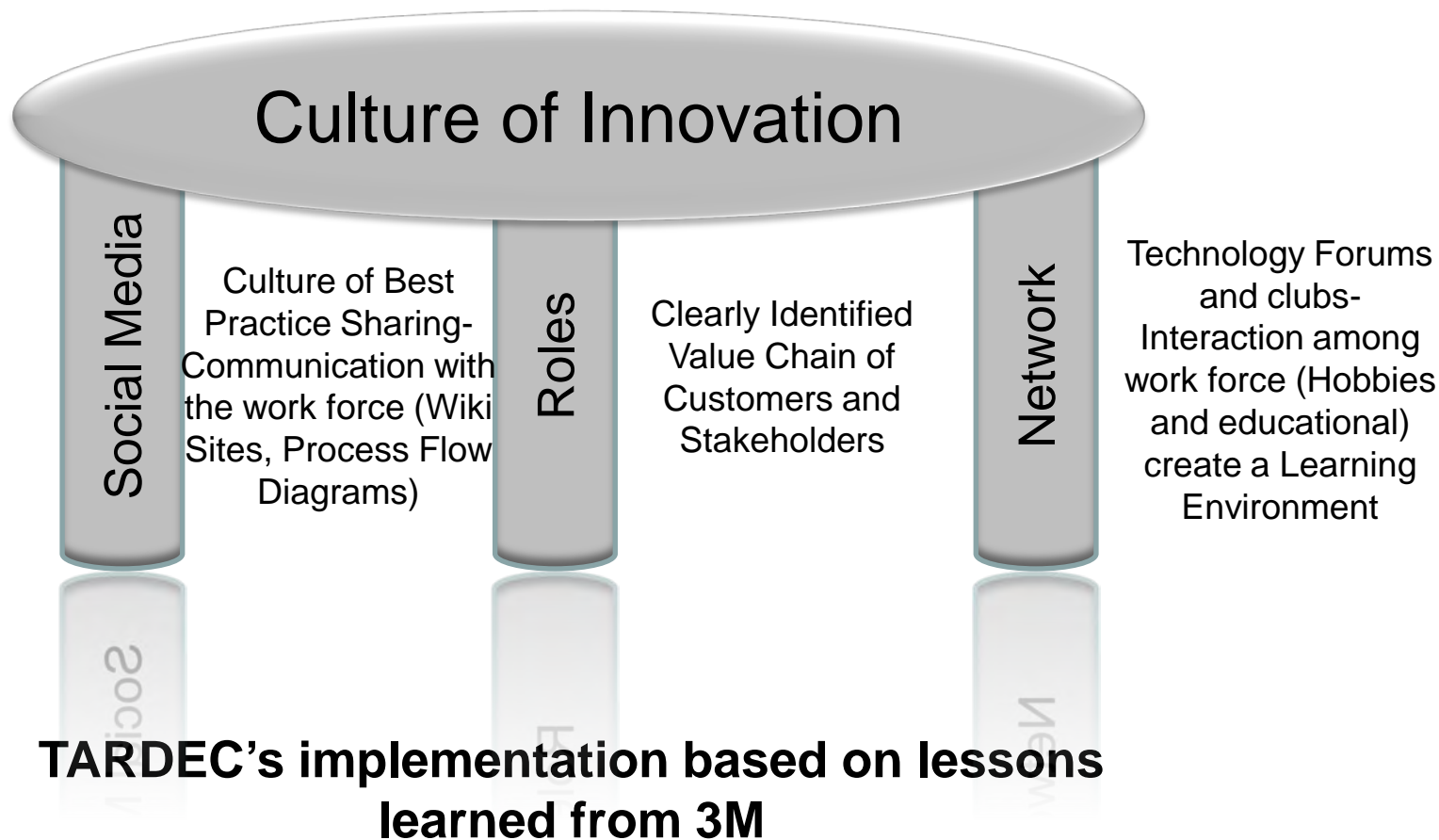


TARDEC exhibits our commitment to improving our communities in everything we do, from educational outreach to supporting local businesses

Innovation occurs at the intersection of culture and business processes

- Processes drive efficiency
- Build in innovative practices within the gated system
 - Create a Learning environment
 - Allow easy of sharing of best practices
 - Ingrain Voice of Customer
 - Empower project leads



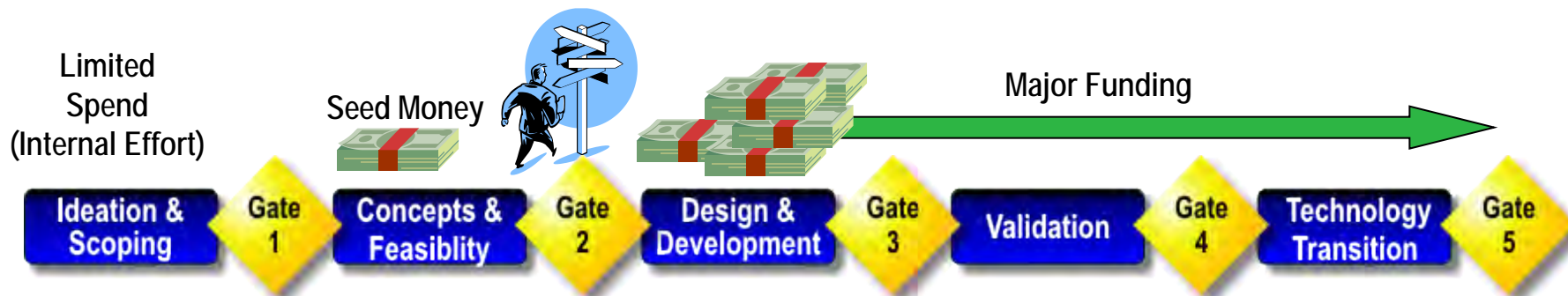


- Established Social Media capabilities (Wiki sites)
- Innovation Grants (Avenues to fund "Good Ideas")
- Networking Forums (Communities of Best Practice)



Science & Technology Gated System

Select Funding Path



Stage 1

- High Level Objectives**
- Alignment of Project with the big ARMY & TARDEC needs and strategy.
 - Understand the current technology landscape-current DoD Projects executing similar mission.

DELIVERABLE:
PROJECT CHARTER

Stage 2

- High Level Objectives**
- Establish Requirements Baseline
 - Identify Superior Concept and demonstrate technical feasibility
 - Complete TRA/MRA, establish project partners and determine in-house versus contracted Activities

DELIVERABLE:
PROJECT PLAN Requirements Baseline

Stage 3

- High Level Objectives**
- Develop a functional prototype that meets project performance objectives.
 - Complete Manufacturing Assessment/ Technology sensitivity assessment

DELIVERABLE:
Prototype Manufacturing Req

Stage 4

- High Level Objectives**
- Validate performance against customer requirements.
 - Define the operating range and the interface for technology technology.

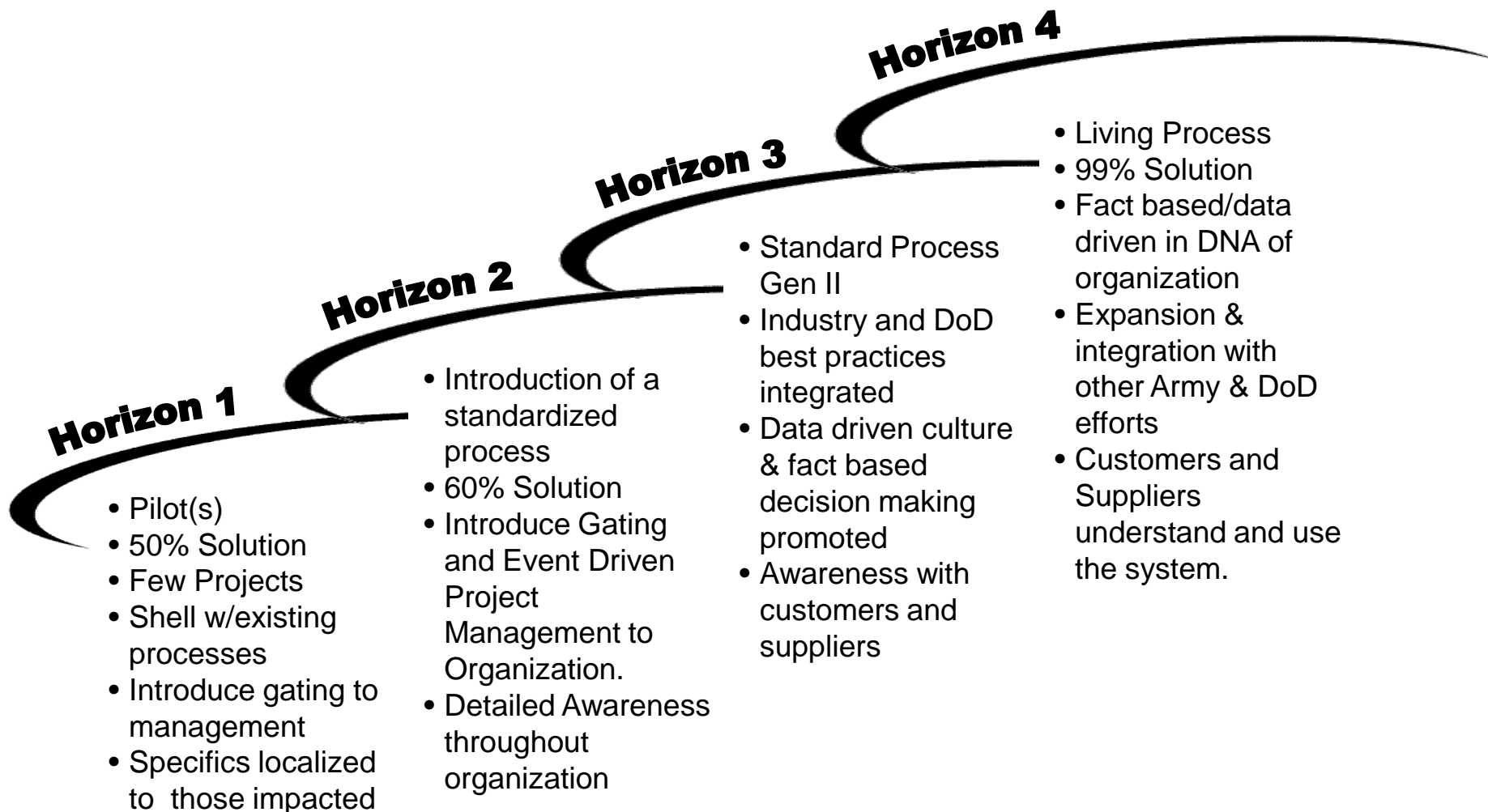
DELIVERABLE:
Validated Prototype Operations Report

Stage 5

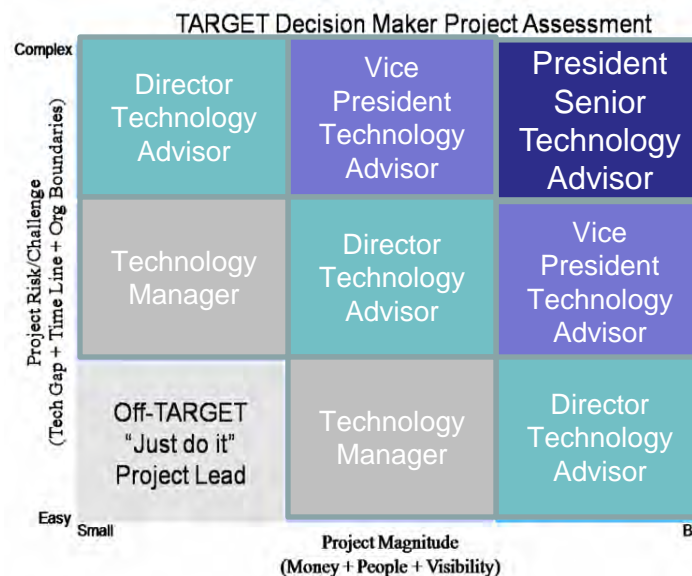
- High Level Objectives**
- Package the technology
 - Complete documentation of development.

DELIVERABLE:
Technology Support to Transition

2010  2011  2012  2013 



- Key **decision** points
 - Is the program healthy, valuable, & have a path forward?
 - Are adjustments needed?
 - Is this program still a top priority?
- Decisions driven by data
- Cross functional review committee – reviewers are responsible, accountable, or supply resources



- Outputs
 - Approval status & priority status
 - Work plan for next phase
 - Bounding box for team
 - Resource commitment
 - Timeline to next gate

Project: LZ Snow Removal System

Gate 1 (I&S→C&F) - Gate Decision Review Score Card

Gate Decision Authority Name: *Joe Gatekeeper*

Gate Pass Rating (R-G-B-I-K): *R*

Phase Deliverable	Gate Risk (R, Y, G)	GDA Scoring		Gate Risk (R, Y, G)	GDA Action Tasks
		Data Integrity (1-5)	Performance against "Go" criteria (1-5)		
Defined Enterprise Goals for Project	G	4	5	G	
	G	3	4	Y	
Technology Analysis	G	5		G	
Idea Definition	G	2			
Identified Customers & Stakeholders	R	1		R	
Project Charter					
Gate Plan					
Performance against I&S scope					
Detailed plan for CAF					
Initiation & Closing Gate Documents					
GDA Overall Score:					

Gate Documents

- ☒ Draft overall project plan
- ☒ Detailed Project Plan for Concepts & Feasibility
- ☒ Program Charter
- ☒ Project Proposal Submission Package (Marketing chart & 8 question chart)
- ☒ Project Recommendation
- ☒ Gate Decision Authority Score Card

Project Metrics:

Project Slip Rate	
Cost	
R-Spend	

As the gates go, so goes the process – R. Cooper

- **Don't underestimate the importance of middle management**
- **Tenacity is the key with respect to culture change**
- **Invest time in branding**
- **Spend time on selecting the Pilots**

